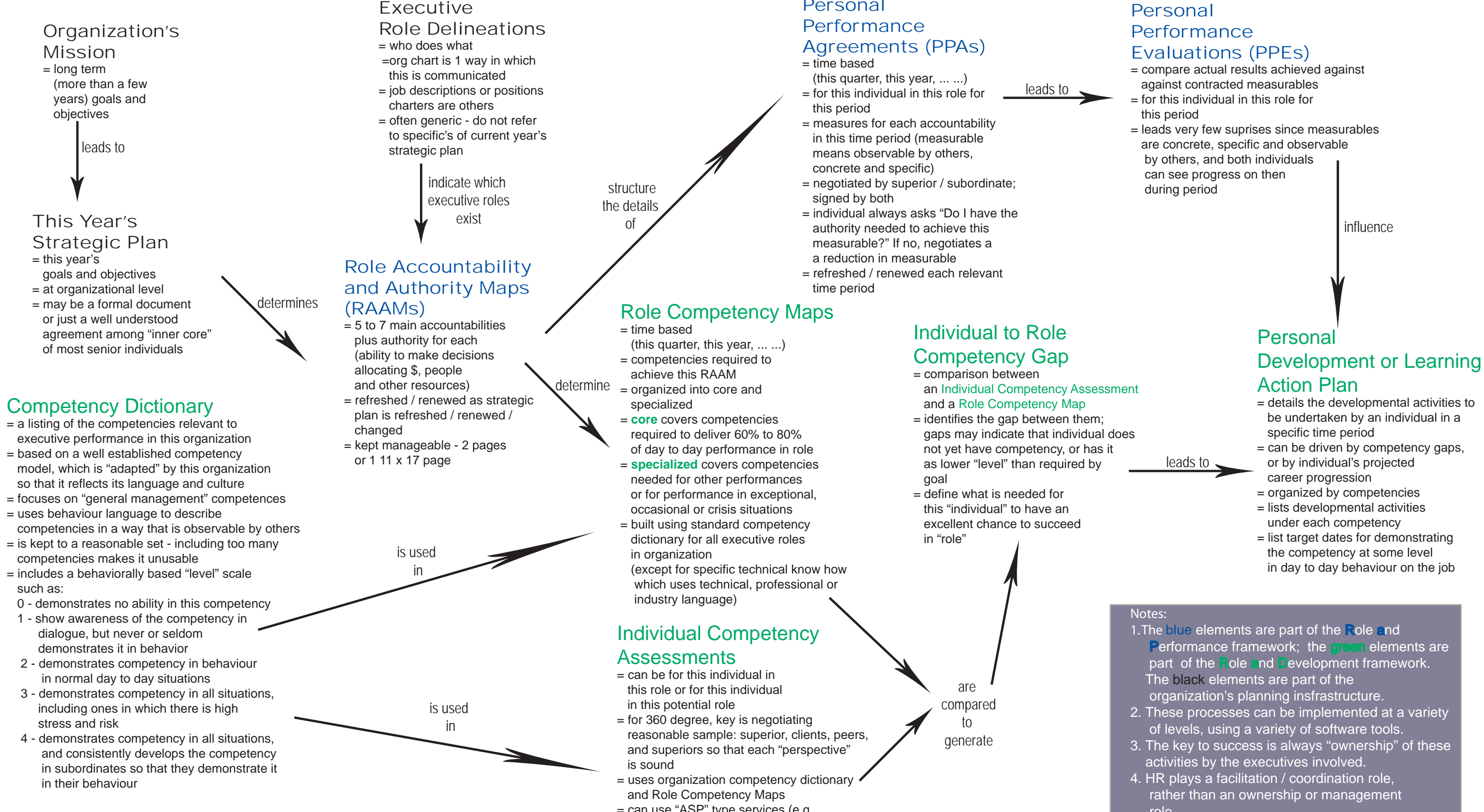


The RAP (Role and Performance) Framework: Managing Individual Executive Performance in an Organization



Competency Dictionary
 = a listing of the competencies relevant to executive performance in this organization
 = based on a well established competency model, which is "adapted" by this organization so that it reflects its language and culture
 = focuses on "general management" competences
 = uses behaviour language to describe competencies in a way that is observable by others
 = is kept to a reasonable set - including too many competencies makes it unusable
 = includes a behaviorally based "level" scale such as:
 0 - demonstrates no ability in this competency
 1 - show awareness of the competency in dialogue, but never or seldom demonstrates it in behavior
 2 - demonstrates competency in behaviour in normal day to day situations
 3 - demonstrates competency in all situations, including ones in which there is high stress and risk
 4 - demonstrates competency in all situations, and consistently develops the competency in subordinates so that they demonstrate it in their behaviour

The RAD (Role and Development) Framework: Managing Individual Executive Development in an Organization

Notes:
 1. The blue elements are part of the Role and Performance framework; the green elements are part of the Role and Development framework. The black elements are part of the organization's planning infrastructure.
 2. These processes can be implemented at a variety of levels, using a variety of software tools.
 3. The key to success is always "ownership" of these activities by the executives involved.
 4. HR plays a facilitation / coordination role, rather than an ownership or management role.